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Committee for Programme and Coordination
Forty-seventh session
11 June-6 July 2007
Agenda item 8
Provisional agenda for the forty-eighth session

Draft provisional agenda for the forty-eighth session of the Committee

Note by the Secretariat

1. In pursuance of paragraph 2 (e) of Economic and Social Council resolution 1979/41 and paragraph 2 of General Assembly resolution 34/50, the Committee shall submit to the Council and to the Assembly, for their review, the provisional agenda for its forty-eighth session, together with the required documentation.

2. In its decision 1983/163, the Economic and Social Council requested the Secretary-General to bring to the attention of intergovernmental and expert bodies, before decisions were adopted, any request for documentation that exceeded the ability of the Secretariat to prepare and process on time and within its approved resources, and to draw the attention of intergovernmental bodies to areas where duplication of documentation was likely to occur and/or where opportunities for integrating or consolidating documents that dealt with related or similar themes might exist, with a view to rationalizing documentation.

3. The draft provisional agenda for the forty-eighth session of the Committee is set out below. It has been prepared on the basis of existing legislative authority and will be completed at the end of the present session in the light of the recommendations adopted by the Committee.

Draft provisional agenda for the forty-eighth session of the Committee

1. Election of officers.
2. Adoption of the agenda and organization of work.
3. Programme questions:
   (a) Programme planning;

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Documentation

Report of the Secretary-General on the proposed strategic framework for the period 2010-2011: part I, plan outline, and part II, biennial programme plan (General Assembly resolutions 59/275 and 61/235)

(b) Programme performance;

Report of the Secretary-General on programme performance for the biennium 2006-2007

(c) Evaluation.

In-depth evaluation

Documentation

Note by the Secretary-General transmitting the report of the Office of Internal Oversight Services on the in-depth evaluation of political affairs (special political missions) led by the Department of Political Affairs and administered by the Department of Peacekeeping Operations (General Assembly resolution 60/257 and E/AC.51/2007/L.4/Add.8)

Triennial review

Documentation

Note by the Secretary-General transmitting the report of the Office of Internal Oversight Services on the Triennial review of the implementation of recommendations made by the Committee at its forty-fifth session on the in-depth evaluation of the United Nations Human Settlements Programme (General Assembly resolution 59/275)

Note by the Secretary-General transmitting the report of the Office of Internal Oversight Services entitled "Triennial review of the implementation of recommendations made by the Committee at its forty-fifth session on the thematic evaluation of linkages between headquarters and field activities: a review of best practices for poverty eradication in the framework of the United Nations Millennium Declaration" (General Assembly resolution 59/275)

4. Coordination questions:

(a) Report of the United Nations System Chief Executives Board for Coordination;

Documentation

Annual overview report of the United Nations System Chief Executives Board for Coordination for 2007/08.

(b) New Partnership for Africa's Development.

Documentation

Report of the Secretary-General on the steps taken to increase the effectiveness of the revitalized clusters and the enhancement of the United Nations partnerships with regional and subregional organizations in Africa (General Assembly resolution 59/275 and E/AC.51.2007/L.4/Add.7, para. 20)

5. Report(s) of the Joint Inspection Unit.

6. Improving the working methods and procedures of the Committee for Programme and Coordination within the framework of its mandate.

7. Provisional agenda for the forty-ninth session.

8. Adoption of the report of the Committee on its forty-eighth session.

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Committee for Programme and Coordination
Forty-seventh session
11 June-6 July 2007
Agenda item 9
Adoption of the report of the Committee on its forty-seventh session

Draft report

Rapporteur: Rodrigo **Yáñez Pilgrim** (Bolivarian Republic of Venezuela)

I. Organization of the session

1. The Committee for Programme and Coordination held its organizational session (1st meeting) at United Nations Headquarters on 1 May 2007 and its substantive session from 11 June to 3 July 2007. It held a total of 13 meetings and a number of informal consultations.

A. Agenda

2. The agenda for the forty-seventh session, which was adopted by the Committee at its organizational session (1st meeting), is contained in annex I.

Selection of reports of the Joint Inspection Unit

3. At its 1st meeting, on 1 May, the attention of the Committee was drawn to the note by the Secretariat (E/AC.51/2007/L.2), with the information that there were currently no reports of the Joint Inspection Unit available for consideration by the Committee.

4. At its 2nd meeting, on 11 June, the Committee was further informed that, in accordance with Economic and Social Council resolution 2008 (LX) and General Assembly resolution 59/267, no relevant reports of the Joint Inspection Unit would be available for the forty-seventh session.

Programme of work

5. At its 2nd meeting, on 11 June, the attention of the Committee was drawn to the note by the Secretariat on the status of documentation (E/AC.51/2007/L.1/Rev.1), listing the documents for consideration by the Committee.

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6. At the same meeting, the Committee had before it an informal paper setting out a tentative and provisional programme of work for its forty-seventh session. The Committee approved its tentative and provisional programme of work for the session, with the understanding that adjustments would be made by the Bureau, as necessary, during the course of the session.

B. Election of officers

7. At its 1st meeting, on 1 May, the Committee elected, by acclamation, Ron Adam (Israel) Chairman of the Committee for the forty-seventh session.

8. At the same meeting, the Committee elected, by acclamation, the following members of the Bureau for the forty-seventh session: Vice-Chairman: Igor V. Fisenko (Belarus); and Rapporteur: Rodrigo Yáñez Pilgrim (Bolivarian Republic of Venezuela).

9. At its 4th meeting, on 12 June, the Committee elected, by acclamation, Eric Franck Saizonou (Benin) Vice-Chairman of the Committee for the forty-seventh session.

10. At its 11th meeting, on 22 June, the Committee elected, by acclamation, Ren Yisheng (China) Vice-Chairman of the Committee for the forty-seventh session.

11. The Members of the Bureau for the forty-seventh session of the Committee are:

Chairman:
Ron Adam (Israel)

Vice-Chairmen:
Igor V. Fissenko (Belarus)
Eric Franck Saizonou (Benin)
Ren Yisheng (China)

Rapporteur:
Rodrigo Yáñez Pilgrim (Bolivarian Republic of Venezuela)

C. Attendance

12. The following States Members were represented on the Committee:

Algeria
Argentina
Armenia
Belarus
Benin
Brazil
Bulgaria
Central African Republic
China
Comoros
Cuba
France
Ghana
Haiti
India
Indonesia
Iran (Islamic Republic of)
Israel
Italy
Jamaica
Japan
Kenya
Pakistan
Portugal

Republic of Korea
Russian Federation
Senegal
South Africa
Switzerland
Uruguay
Venezuela (Bolivarian Republic of)
Zimbabwe

13. The following States Members of the United Nations were represented by observers:

Angola
Austria
Bangladesh
Costa Rica
Croatia
Egypt
El Salvador
Germany
Malaysia
Namibia
Nepal
Nicaragua
Panama
Poland
Saudi Arabia
Spain
Syrian Arab Republic
Thailand
Uganda
Ukraine
United Kingdom of Great Britain and Northern Ireland
United States of America
Observer Mission of Palestine to the United Nations

14. The following funds and programmes were represented:

Food and Agriculture Organization of the United Nations
United Nations Population Fund
United Nations Human Settlements Programme
World Intellectual Property Organization

15. Also present at the session were the Under-Secretary-General for Internal Oversight Services; Controller, the Deputy Executive Director of the United Nations Human Settlements Programme (UN-Habitat); the Director of the United Nations System Chief Executives Board for Coordination; the Director of the Office of the Special Adviser on Africa and senior officials of the Secretariat.

D. Documentation

16. The list of documents before the Committee at its forty-seventh session is contained in annex II.

E. Adoption of the report of the Committee

17. At its 13th meeting, on 3 July, the Committee adopted the draft report on its forty-seventh session (E/AC.51/2007/L.4 and Add.1-8).

Annex I

Agenda for the forty-seventh session of the Committee

1. Election of officers.
2. Adoption of the agenda and organization of work.
3. Review of the efficiency of the administrative and financial functioning of the United Nations.
4. Programme questions:
   (a) Programme planning;
   (b) Proposed programme budget for the biennium 2008-2009;
   (c) Evaluation.
5. Coordination questions:
   (a) Report of the United Nations System Chief Executives Board for Coordination;
   (b) New Partnership for Africa's Development.
6. Report(s) of the Joint Inspection Unit.
7. Improving the working methods and procedures of the Committee for Programme and Coordination within the framework of its mandate.
8. Provisional agenda for the forty-eighth session.
9. Adoption of the report of the Committee on its forty-seventh session.

Annex II

List of documents before the Committee at its forty-seventh session

Proposed programme budget for the biennium 2008-2009, various sections, as follows:

A/62/6 (Sect. 3)	Political affairs
A/62/6 (Sect. 5)	Peacekeeping operations
A/62/6 (Sect. 8)	Legal affairs
A/62/6 (Sect. 9)	Economic and social affairs
A/62/6 (Sect. 12) and Corr.1	Trade and development
A/62/6 (Sect. 14)	Environment
A/62/6 (Sect. 15)	Human settlements
A/62/6 (Sect. 17)	Economic and social development in Africa
A/62/6 (Sect. 28A, 28B and Corr.1 and 28C and Corr.1)	Management and support services
A/62/6 (Sect. 29) and Corr.1	Internal oversight

* * *

A/61/6/Rev.1	Biennial programme plan and priorities for the period 2008-2009
A/62/69	Report of the Secretary-General on the progress and impact assessment of management improvement measures (General Assembly resolution 54/236)
A/62/80 and Corr.1 and 2	Consolidated report of the Secretary-General on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009 (General Assembly resolution 58/269)
A/62/81	Report of the Secretary-General on the experience gained in the planning and budgeting process (General Assembly resolution 58/269)
E/2007/69	Annual overview report of the United Nations System Chief Executives Board for Coordination for 2006/07 (Economic and Social Council resolution 2008 (LX))

E/AC.51/2007/1 and Corr.1	Annotated provisional agenda of the Committee for Programme and Coordination
E/AC.51/2007/2 and Add.1-4 and Add.3/Corr.1	Report of the Office of Internal Oversight Services on the in-depth evaluation of political affairs (General Assembly resolution 60/257)
E/AC.51/2007/2/Add.5	Note by the Secretary-General transmitting his comments on the report of the Office of Internal Oversight Services on the in-depth evaluation of political affairs: special political missions
E/AC.51/2007/3	Report of the Office of Internal Oversight Services on the triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its forty-fourth session on the in-depth evaluation of the programme on public administration, finance and development (General Assembly resolution 59/275)
E/AC.51/2007/4	Report of the Secretary-General on United Nations system support for the New Partnership for Africa's Development (General Assembly resolution 60/257)
E/AC.51/2007/L.1 and Rev.1	Note by the Secretariat on the status of documentation
E/AC.51/2007/L.2	Note by the Secretariat containing a list of reports of the Joint Inspection Unit (Economic and Social Council resolution 2008 (LX) and General Assembly resolution 59/267)
E/AC.51/2007/L.3	Note by the Secretariat containing the provisional agenda and documentation for the forty-eighth session of the Committee (Economic and Social Council resolution 1894 (LVII))
E/AC.51/2007/L.4 and Add.1-8	Draft report of the Committee on its forty-seventh session
E/AC.51/2007/INF.1	List of delegations

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Agenda item 9
Adoption of the report of the Committee on its forty-seventh session

Draft report

Rapporteur: Mr. Rodrigo **Yáñez Pilgrim** (Bolivarian Republic of Venezuela)

Addendum

Review of the efficiency of the administrative and financial functioning of the United Nations

(Item 3)

Progress and impact assessment of management improvement measures

1. At its 4th meeting, on 13 June 2007, the Committee for Programme and Coordination considered the report of the Secretary-General on progress and impact assessment of management improvement measures (A/62/69). A representative of the Department of Management introduced the report and responded to queries raised during the Committee's consideration of it.

Discussion

2. Several delegations noted the importance and usefulness of the report and welcomed the update of critical management reform efforts, while one delegation cautioned that it should not duplicate and summarize the contents of other documents.

3. Delegations noted the progress on reforms in the area of information and communications technology, expressing the view that knowledge management is particularly important and that information should be shared systematically. It was also noted that further and substantial investment was needed in information and communications technology systems and that the investment of funds should be accompanied by improvements in management and administration, by, for example,

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saving staff hours. Concern was expressed about the Secretariat's slow progress in placing all official documents, in all official languages, on the Official Document System (ODS). It was noted that ODS should be made more user-friendly.

4. Several delegations noted the progress made in the area of budgetary and financial management practices, which were referred to as the "spinal column" of the Organization. Delegates welcomed the implementation of International Public Sector Accounting Standards and noted the tremendous impact such standards would have on the United Nations system. Responding to questions relating to the status of the Secretariat's implementation of the Standards, the representative of the Department of Management explained that a steering committee and project team had been established and the work was proceeding accordingly.

5. In response to questions as to why the issues of human resources management, enterprise resource planning and procurement reform, which were scheduled for consideration during the second part of the resumed sixty-first session of the General Assembly, had not been taken up during that session, the Secretary of the Committee noted that, given the Secretary-General's proposal to restructure the Department of Peacekeeping Operations and taking into account the impact that Member States' decisions thereon could have on the other reform areas, it was decided to postpone consideration of reports on those issues.

6. The view was expressed that the *United Nations Secretariat First Consolidated Report 2005* had not been published as an official parliamentary document for General Assembly consideration and therefore should not be referenced in this or any other official document. The Secretary of the Committee noted that the *United Nations Secretariat Consolidated Report 2006* would be published in all official languages for consideration by the General Assembly at its sixty-second session.

Conclusions and recommendations

7. **The Committee recommended that the General Assembly take note of the report of the Secretary-General.**

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Draft report

Rapporteur: Mr. Rodrigo **Yáñez Pilgrim** (Bolivarian Republic of Venezuela)

Addendum

Programme questions: programme planning

(Item 4 (a))

Experience gained in the planning and budgeting process

1. At its 3rd meeting, on 12 June 2007, the Committee for Programme and Coordination considered the report of the Secretary-General on experience gained in the planning and budgeting process (A/62/81).

2. A representative of the Secretary-General introduced the report and responded to queries raised during the Committee's consideration of the report.

Discussion

3. The view was expressed that the report provided detailed background information on the planning and budgeting process. However, it was also noted that a more comprehensive report outlining the difficulties in the process had been expected. General satisfaction was expressed with the efforts to improve the United Nations planning and budgeting process. It was recognized that while progress had been made, there was still room for improvement, and special attention should be given to the formulation of expected accomplishments and indicators of achievement. It was noted that the relationship between objectives, expected accomplishments, indicators of achievement and outputs should be strengthened and improved.

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4. Support was expressed for continuing to use the strategic framework as the main planning tool. Support was also expressed for continuing to include part one: plan outline. It was pointed out that in addition to continuing or not continuing to include the plan outline, a third option existed, which was to improve it. It was indicated that such improvement should include closer linkage to the eight priorities of the United Nations. It was noted that part one was important to the cycle in order to capture long-term objectives, particularly in view of the reduced two-year plan period. It was noted that the difficulties encountered in agreeing on a plan outline were not always related to disagreement among Member States on long-term targets, but rather problems relating to the interpretation of the priorities in formulating plan proposals.

5. The view was expressed that the benchmarking framework proposed by the Joint Inspection Unit and endorsed by the Committee for Programme and Coordination and the General Assembly was a useful tool for the Secretary-General and the oversight bodies to measure progress towards the effective implementation of results-based management in the United Nations.

6. The view was expressed that General Assembly resolution 58/269 did not change the mandate of the Committee for Programme and Coordination and did not eliminate its responsibility for analysing the programmatic aspects of the budget. Furthermore, it was noted that the responsibility of the Committee to review the programmatic aspects of the budget should not be eliminated. Support was expressed for continuation of the role of the Committee in the planning process and in the review of programme narratives to ensure consistency between the biennial programme plan and the programmatic aspects of the budget. It was noted that the division of labour between the Committee for Programme and Coordination and the Advisory Committee on Administrative and Budgetary Questions should remain unchanged. It was pointed out that Member States needed to receive complete information in order to make decisions.

7. Support was expressed for strengthening monitoring and evaluation in the programme planning cycle. It was noted that programmes that were funded primarily from extrabudgetary sources tended to address the allocation of resources for monitoring and evaluation better, and that regular budget programmes needed to allocate resources to monitoring and evaluation activities. It was also noted that there was not a clear rationale in the report for the need to train senior staff on budgeting, planning and evaluation.

Conclusions and recommendations

8. **The Committee recalled paragraph 8 of General Assembly resolution 58/269, whereby the Assembly decided to review, with a view to taking a final decision at its sixty-second session, the format, content and duration of the strategic framework, including on the necessity of maintaining part one, and requested the Secretary-General to submit a report, through the Committee for Programme and Coordination, reviewing the experiences gained with the changes made in the planning and budgeting process.**

9. **The Committee recommended that the General Assembly:**

(a) **Decide to maintain the strategic framework as the principal policy directive of the United Nations, which serves as the basis for programme**

planning, budgeting, monitoring and evaluation, with effect from the biennium 2010-2011;

(b) Decide to continue to include part one: plan outline in the strategic framework;

(c) Request the Secretary-General to improve the format of part one and the reflection of the longer-term objectives therein by, inter alia, elaborating on the priorities of the United Nations agreed to by the Member States, in accordance with resolutions 61/235 and 59/275;

(d) Reaffirm that the Committee for Programme and Coordination shall, in performing its programmatic role in the planning and budgeting process, continue to review the programmatic aspects of the new and/or revised mandates approved subsequent to the adoption of the biennial programme plan, as well as any differences that may arise between the biennial programme plan and the programmatic aspects of the proposed programme budget, in accordance with its terms of reference, the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation (ST/SGB/2000/8), and the relevant resolutions of the General Assembly;

(e) Decide that the Committee for Programme and Coordination shall continue to perform its role in reviewing the strategic framework;

(f) Decide that the programme narratives of the programme budget fascicles shall be identical to those in the biennial programme plan and request the Secretary-General to ensure full compliance;

(g) Request the Secretary-General to submit a report, through the Committee for Programme and Coordination, on new and/or revised mandates that the General Assembly has approved subsequent to the adoption of the biennial programme plan;

(h) Request the Secretary-General to continue to strengthen monitoring and evaluation activities;

(i) Request the Secretary-General to ensure that training on the programme planning, budgeting, monitoring and evaluation cycle be fully integrated as part of the Organization's training programme and included in any orientation courses for senior managers;

(j) Stress that setting the priorities of the United Nations is the prerogative of the Member States, as reflected in legislative mandates.

10. The Committee for Programme and Coordination was of the view that the Advisory Committee on Administrative and Budgetary Questions, in accordance with its mandate, should continue to review the Secretary-General's proposed programme budget outline and the administrative and budgetary matters related to the proposed biennial programme budgets.

11. The Committee regretted that the reports requested by the General Assembly in paragraphs 14 and 15 of its resolution 60/257 and paragraph 17 of its resolution 61/235 were not issued for consideration at its forty-seventh session.

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Adoption of the report of the Committee on its forty-seventh session

Draft report

Rapporteur: Mr. Rodrigo **Yáñez Pilgrim** (Bolivarian Republic of Venezuela)

Addendum

Proposed programme budget for the biennium 2008-2009

(Item 4 (b))

Consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009

1. At its 7th to 10th and 12th meetings, on 19, 20 and 25 June 2007, the Committee for Programme and Coordination considered the report of the Secretary-General on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009 (A/62/80 and Corr.1 and 2). The Committee also had before it the biennial programme plan and priorities for the period 2008-2009 (A/61/6/Rev.1) and the relevant sections of the proposed programme budget for the biennium 2008-2009 (A/62/6).

2. The representative of the Secretary-General introduced the report. Representatives of the Secretary-General also responded to queries raised during the Committee's consideration of the reports.

Discussion

3. It was noted that the related documentation was issued late. Regret was also expressed that it was time for the Committee to begin analysis without all the budget fascicles being available, which prevented the Committee from providing the

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serious and detailed attention that the review deserved. It was reiterated that late issuance of reports limited the ability of the Committee to study them. It was also noted that there were more than 1,000 pages to be reviewed and that the late publication of documents should not be repeated in the future.

4. It was noted that the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009 seemed satisfactory. It was noted that there were instances of both substantive and conceptual inconsistencies in translation, and it was requested that action be taken to quickly address such inconsistencies.

5. It was recognized that the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009 was useful because it focused the review on the most important areas. At the same time, it was emphasized that consideration of the consolidated report did not replace the programmatic responsibility of the Committee to review the budget. It was recalled that in 2005 the Committee had found differences in some budget sections relative to the approved biennial programme plan.

6. It was acknowledged that many indicators of achievement seemed relevant and well adapted; in some areas, however, improvement was needed. It was noted, for example, that the indicators of achievement of the International Trade Center UNCTAD/WTO (ITC) seemed well formulated and measurable, while those of the Peacebuilding Support Office reflected a tendency to focus on quantitative issues, such as the number of reports to be produced. While it was recognized that the setting of indicators of achievement was difficult, it was noted that it would be useful to reflect further on how those indicators were drafted.

7. In a number of instances, clarification was sought of the rationale for proposing or not proposing changes to the biennial programme plan. It was noted that no changes had been proposed to programme 13, International drug control, crime and terrorism prevention and criminal justice. Clarification was requested as to how the work of the Commission on Narcotic Drugs and the Commission on Crime Prevention and Criminal Justice at their recent sessions had been taken into account in relation to both programme 13 of the biennial programme plan and section 16 of the proposed programme budget. It was noted that the Commissions had recommended a strategy for the United Nations Office on Drugs and Crime for the period 2008-2011, and had also recommended that the Executive Director of the Office be requested to incorporate that strategy into the strategic framework and to present it to the relevant intergovernmental bodies for their consideration and approval. In that connection, the Committee was advised that there was broad convergence between the strategy and the biennial programme plan. The Office had begun to review a number of practical and institutional issues related to the implementation of the strategy. The harmonization of the strategy with the strategic framework would be addressed in the context of the 2008-2009 consolidated United Nations Office on Drugs and Crime budget, which was under preparation in line with the results areas in the strategy and sought to harmonize the strategy and consolidated budget presentation with the structure and nomenclature in programme 13 of the biennial programme plan and section 16 of the proposed programme budget. The consolidated United Nations Office on Drugs and Crime budget would be presented through the Advisory Committee on Administrative and Budgetary Questions to the Commission on Narcotic Drugs and the Commission on Crime

Prevention and Criminal Justice later in 2007 (as proposed in draft resolutions recommended by the two Commissions for adoption by the Economic and Social Council at its substantive session of 2007 (see E/CN.7/2007/L.15/Rev.1, para. 4; and E/CN.15/2007/L.2, para. 4)). The outcome of those deliberations would be factored into programme 13 of the proposed biennial programme plan for the period 2010-2011. Should there be any programmatic implications on the biennial programme plan for the period 2008-2009, the necessary changes would be submitted to the Committee at its 48th session, in 2008. Similarly, clarification was sought of the rationale for not taking into account the outcome of the work of the United Nations Forum on Forests at its seventh session, held in April 2007, in proposing changes to programme 7, Economic and social affairs. With regard to programme 4, Peacekeeping operations, clarification was sought of the basis for the changes proposed and it was noted that the related intergovernmental discussions were still under way.

8. With regard to programme 2, Political affairs, it was indicated that some expected accomplishments, indicators of achievement and parts of the strategy of subprogramme 7 needed further improvement and refinement. Clarification was sought of the kind of secretariat services provided by the Peacebuilding Support Office to the Peacebuilding Commission, the oversight role of the Peacebuilding Support Office in connection with both the Peacebuilding Fund and the main departments, United Nations agencies, funds and programmes with which the Office had a working relationship. The view was expressed that the adoption of rules of procedure for the Peacebuilding Commission would constitute a potential indicator for the efficient provision of secretariat services. The view was also expressed that the strategy needed strengthening to reflect that the Peacebuilding Support Office did not work exclusively with partners within the United Nations system and to include references to the Office's key task of providing recommendations to the Security Council and other United Nations bodies and its key role as the central link between the Peacebuilding Commission and the wider United Nations system. It was indicated that the term "peacebuilding operations" should be refined since it did not exist in United Nations terminology.

9. With regard to programme 4, Peacekeeping operations, the Secretariat expressed the view that since the comprehensive report on strengthening the capacity of the United Nations to manage and sustain peace operations (A/61/858 and Corr.1; and Add.1 and Add.1/Corr.1; and Add.2) was being considered by the Fifth Committee, it would be difficult for the Committee for Programme and Coordination to consider any changes being proposed to the biennial programme plan and priorities. The Committee was informed that, at the time of its discussion, the General Assembly had yet to adopt a decision with regard to the proposals contained in the above-mentioned comprehensive report. In the absence of a General Assembly decision on a revised mandate for the support of peacekeeping operations at the time of its discussion, the Committee was therefore not in a position to advise on the proposed programme changes before the Committee.

10. With regard to programme 6, Legal affairs, the view was expressed that there was no urgency to create the Office of the Under-Secretary-General, the Legal Counsel; to transfer resources from subprogramme 1, Overall direction, management and coordination of legal advice and services to the United Nations as a whole, to the Office of the Under-Secretary-General; to rename subprogramme 1; and to reassign staff. It was pointed out that, as long as there was no change in

programme content in the proposed structure of programme 6, Legal affairs, no programmatic value would result from the creation of the Office of the Under-Secretary-General or from the renaming of subprogramme 1. The view was also expressed that the proposed change in the title of subprogramme 1 and the creation of an Office of the Under-Secretary-General would be likely to affect subprogramme 1 and that the matter accordingly required further review and discussion. It was indicated that it would be premature to change the title of subprogramme 1.

11. The view was expressed that expected accomplishment of the Secretariat (a) could contain the reference to the Convention on the Elimination of All Forms of Discrimination against Women if the further sharing of responsibilities in that area was programmed. It was noted that maintaining the relationship between the Commission on the Status of Women and the Committee on the Elimination of Discrimination against Women was necessary to accelerate the achievement of gender equality and the advancement of women. The view was also expressed that the replacement of indicator of achievement (b) (i) with a new indicator should be further justified in terms of the scope of the subprogramme's planned activities.

12. The view was expressed that the General Assembly should consider including in the biennial programme plan (A/61/6/Rev.1) the following updates on programme 7, Economic and social affairs, subprogramme 9, Sustainable forest management, after the adoption by the Economic and Social Council, on the recommendation of the United Nations Forum on Forests, of the Forum's multi-year programme of work and of the non-legally binding instrument on the sustainable management of all types of forests:

Subprogramme 9
Sustainable forest management

Expected accomplishments

Expected accomplishment (a) should read:

"(a) Effective international dialogue on sustainable forest management and facilitation of the implementation of the multi-year programme of work of the United Nations Forum on Forests and of the non-legally binding instrument on the sustainable management of all types of forests"

Expected accomplishment (b) should read:

"(b) Enhanced monitoring, assessment of and reporting on internationally agreed actions towards the implementation of sustainable forest management, taking into account the availability of resources to that end, particularly for developing countries"

Expected accomplishment (c) should read:

"(c) Improved international cooperation, collaboration and coordination on forests through more effective means of implementation and better knowledge management among Governments, major groups, organizations, instruments and processes, including the activities of the Collaborative Partnership on Forests"

Indicators of achievement

Indicator of achievement (a) should read:

"(a) Resolutions and decisions on the improvement of sustainable forest management at all levels, in particular with a view to effective implementation of the multi-year programme of work of the United Nations Forum on Forests and of the non-legally binding instrument on the sustainable management of all types of forests"

Strategy

Paragraph 7.16 (a) should read:

"(a) Supporting efforts to achieve the shared global objectives on forests:

(i) Reversing the loss of forest cover worldwide through sustainable forest management, including protection, restoration, afforestation and reforestation, and increasing efforts to prevent forest degradation;

(ii) Enhancing forest-based economic, social and environmental benefits, including by improving the livelihoods of forest dependent people;

(iii) Increasing significantly the area of protected forests worldwide and other areas of sustainably managed forests, and increasing the proportion of forest products obtained from sustainably managed forests;

(iv) Reversing the decline in official development assistance for sustainable forest management and mobilizing significantly increased new and additional financial resources from all sources for the implementation of sustainable forest management, in particular through effective implementation of the multi-year programme of work of the United Nations Forum on Forests and of the non-legally binding instrument on all types of forests;"

Paragraph 7.16 (c) should read:

"(c) Promoting the implementation of the multi-year programme of work of the United Nations Forum on Forests and of the non-legally binding instrument on the sustainable management of all types of forests;"

Paragraph 7.16 (g) should read:

"(g) Contributing to strengthened international cooperation by catalysing significantly increased new and additional financial resources and fostering North-South and public-private partnerships in sustainable forest management."

13. With regard to programme 10, Trade and development, clarification was sought of the external evaluation which had contributed to a revision in the programmatic narratives. Clarification was also sought of issues relating to technical assistance in regional integration and trade opportunities and consultations with the regional commissions. It was noted that the proposed programme budget, in detailed format, would be submitted to the General Assembly in the last quarter of 2007 in

accordance with established practice. It was further noted that changes to expected accomplishment (b) and the resulting indicators of achievement sought to consolidate the three indicators as detailed in the biennial programme plan (A/61/6/Rev.1) with a view to improving their measurability through benchmarking. Support was expressed for the new orientation with its emphasis on impact and results.

14. Support was expressed for programme 11, Environment, and its reorganization aimed at revitalizing the United Nations Environment Programme (UNEP). It was noted that other developments were being undertaken in the United Nations, such as system-wide coherence, that would affect the UNEP programme of work. The view was expressed that the programme adequately reflected the evolutionary process of UNEP, which would improve the practical yield for member States in the areas of environmental law and natural resources management as well as in the area of implementation of the Bali Strategic Plan for Technology Support and Capacity-building. In relation to paragraph 39 (c) of the consolidated report (A/62/80 and Corr.1 and 2), a question was raised about which aspects of the approved 2008-2009 biennial programme plan and priorities had provided a mandate to place civil society relations and inter-agency liaison functions within the regional office structure and to establish a UNEP-United Nations Development Programme joint facility for the environment and poverty nexus under the existing subprogramme 5. Questions were also raised about the corrective measures implemented by UNEP in response to the recommendation of oversight bodies, about the impact of the restructuring of UNEP and the work programme currently being implemented, and about the resulting effect on the work programme envisaged for the biennium 2008-2009.

15. Support was expressed for the inclusion of five separate components of subprogramme 7 of programme 14, Economic and social development in Africa, as requested by the General Assembly in its resolution 60/235 upon the recommendation of the Office of Internal Oversight Services (see A/60/120). The view was also expressed that the elaboration of the logframe for the five components would provide the necessary capacity to each of the Economic Commission for Africa (ECA) subregional offices in the continuation of their useful roles in bridging the gaps in the implementation of the Millennium Development Goals, thereby assisting African countries in formulating and implementing the policies and programmes that would lead to sustainable economic growth and social development as envisaged in the New Partnership for Africa's Development, other internationally agreed development goals, the outcomes of major United Nations conferences and other international agreements. Further, it was noted that the revisions to subprogramme 7 had provided a clear direction for ECA to strengthen its subregional offices and it was therefore important that the necessary resources be provided to ECA. The view was also expressed that the revisions would heighten the accountability of the entire operations of each subregional office and the specifics of each would be much more comprehensively addressed.

16. It was noted that the revisions would serve to strengthen ECA exchange of knowledge, South-South cooperation and the expansion of partnerships to other areas. The view was expressed that the ECA plan of implementation was important, guaranteed the achievement of results and would lead to success in achieving the Millennium Development Goals since the African region had the highest proportion of people living on less than $1 a day and ECA has endowed with the unique

comparative advantages that enabled it to make significant contributions to the efforts of member States to address the challenges they faced.

17. With regard to programme 24, Management and support services, it was noted that as a basic principle in reviewing the changes proposed, an assessment should be made as to whether (a) the expected accomplishments and strategy fully coincided with legislative mandates and (b) indicators of achievement were closely linked to expected accomplishments and lent themselves to quantitative and qualitative evaluation. Under subprogramme 1(a), Management services, it was noted that, while the expected accomplishments and indicators of achievement had been expanded to reflect the transfer of the Secretariat of the Headquarters Committee on Contracts, no specific reference to that aspect had been included in the related strategy. Under subprogramme 1(b), Administration of justice, it was noted that further clarification was required on the impact of the changes on the decision-making process. It was also noted that the implications of General Assembly resolution 61/261 had not been reflected in the proposed changes to the programme. Under subprogramme 2, Programme planning, budget and accounts, elaboration of the external reviews of the Office of Programme Planning, Budget and Accounts and the functions of the newly established Financial Information Operations Service was requested.

18. With regard to subprogramme 3, Human resources management, the importance of recruitment of nationals from developing countries to increase the pool of United Nations staff was noted. Concern was expressed at the declining percentage of United Nations staff being recruited from underrepresented Member States, especially from developing countries. The Committee stressed that it was important for the Secretary-General, in cooperation with Member States, to explore ways to further increase awareness of job opportunities in the United Nations system. It was noted that in the objective of the Organization under subprogramme 3(b), Recruitment and staffing, the words "to pay due regard to the principle of equitable geographical distribution" had been replaced by the words "with due regard to the principle of equitable geographical distribution". Further clarification was sought on that change of language. With regard to indicator of achievement (b) of subprogramme 3(b), Recruitment and staffing, a clarification was sought for the term "young professionals". With regards to subprogramme 3(c), Learning and development, the view was expressed that indicator of achievement (a) (i) could not be seen as a valid indicator. Clarification was sought on the meaning of the term "mobility of staff". Disagreement was expressed with the placement of the indicator concerning training of staff under indicator (a) (ii) of subprogramme 3(c). It was noted that elements should be redrafted to clearly reflect the objective of enhancing the skills of staff.

19. With regard to programme 25, Internal oversight, clarification was sought of the intended objectives of the expected accomplishments as formulated. It was noted that two indicators of achievement under subprogramme 2, Inspection and evaluation, focused on the external assessment of the quality of inspection and evaluation reports. It was noted that the formulation of the programmatic aspects of the subprogramme reflected the proposal of the Office of Internal Oversight Services to eliminate triennial reports.

Conclusions and recommendations

20. The Committee regretted that some budget fascicles had not been made available for the discussion of the agenda item "Proposed programme budget for the biennium 2008-2009", in accordance with regulation 5.7 of the Regulations and Rules Governing Programme Planning, the Programme Aspects of the Budget, the Monitoring of Implementation and the Methods of Evaluation, which had prevented the Committee from fulfilling its mandate in conformity with paragraph 13 of General Assembly resolution 58/269. The Committee stressed the need for the Secretary-General to ensure the timely issuance of documents in accordance with the six-week rule.

21. The Committee recalled that the biennial programme plan for the period 2008-2009 provided the policy framework for the preparation of the proposed programme budget for the biennium 2008-2009.

22. The Committee recalled paragraph 109 of its report on its forty-fifth session (A/60/16 and Corr.1), which had been endorsed by the General Assembly in its resolution 60/257, and welcomed the efforts made to ensure that the overview parts of the fascicles of the proposed programme budget for the biennium 2008-2009 were in conformity with the overall orientation of the related programmes of the biennial programme plan for 2008-2009.

23. The Committee recommended that the General Assembly request the Secretary-General to ensure that the programme narratives contained in the fascicles of the proposed programme budget for the biennium 2008-2009 (A/62/6 (sect. 1-34)) be implemented in full conformity with the biennial programme plan and priorities for 2008-2009 (A/61/6/Rev.1), including by taking into account the strategy parts of the subprogrammes.

24. The Committee recommended that the General Assembly request the Secretary-General to ensure that the programme narratives contained in the fascicles of the proposed programme budget for the biennium 2010-2011 be identical to the biennial programme plan and priorities for 2010-2011, including the overall orientation of the programmes and the strategy parts of the subprogrammes.

25. The Committee regretted that the Spanish translations of the biennial programme plan and priorities for 2008-2009 (A/61/6/Rev.1) and the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for the biennium 2008-2009 (A/62/80 and Corr.1 and 2) contained inaccuracies that affected their proper consideration by Member States. The Committee recommended that the General Assembly request the Secretary-General to take measures designed to avoid any inconsistencies in the content of documentation resulting from mistakes in translation.

Programme 2
Political affairs

26. The Committee recommended that the General Assembly approve the changes to the narrative of programme 2, Political affairs, as contained in the consolidated report on the changes to the biennial programme plan as reflected

in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the following modifications:

Subprogramme 7
Peacebuilding support office

Objective of the Organization

The objective of the Organization should read: "To assist post-conflict countries to live in sustained peace, in particular to enable the Governments of countries emerging from conflict to perform the basic functions of providing security and protecting and ensuring the safety of individuals and property, to promote economic growth and the rule of law, to restore basic services, to establish effective, democratic and functional institutions of Government and to avoid relapsing into conflict."

Indicators of achievement

Indicator of achievement (b) (i) should read: "Number of countries that have pledged and number of countries that have paid to the Peacebuilding Fund".

Indicator of achievement (b) (ii) should read: "Proportion of the target of the Peacebuilding Fund that has been met by pledges".

Insert a new indicator of achievement (b) (iii), to read: "Timely disbursement through projects of approved allocation".

Expected accomplishments

In expected accomplishment (c), add the word "Facilitate" at the beginning of the sentence.

Strategy

Paragraph 9

Replace the words "planning process for peacebuilding operations" with the words "planning process for peacebuilding activities".

Replace the words "United Nations field presences and others" with the words "United Nations field presences and non-United Nations partners".

Paragraph 10

Insert a new subparagraph (d), to read: "To provide advice on specific countries on the Commission agenda, in response to requests, to the referring principal organs of the United Nations;"

Subprogramme 8

Indicators of achievement

Insert a new indicator of achievement (c), to read: "Percentage of the Palestinian public informed about the possibility of, and requirements for, filing a damage claim for registration".

Programme 4
Peacekeeping operations

27. **The Committee recommended that the General Assembly further consider the proposed changes to the biennial programme plan and priorities in respect of programme 4, Peacekeeping operations in the light of General Assembly resolution 61/279 on strengthening the capacity of the United Nations to manage and sustain peace operations.**

Programme 6
Legal affairs

28. **The Committee recommended that the General Assembly further consider the proposed name change to subprogramme 1 of programme 6, Legal affairs, as contained in the consolidated report of the Secretary-General (A/62/80 and Corr.1 and 2), which is related to the proposed establishment of an Office of the Under-Secretary-General in the Office of Legal Affairs, in the light of any relevant decision of the General Assembly on this issue. The Committee noted that, as indicated in paragraph 28 of the above-mentioned report, the proposed establishment of the Office of the Under-Secretary-General under executive direction and management would not have any programmatic implications for subprogramme 1 of programme 6, Legal affairs, in the approved biennial programme plan for the period of 2008-2009.**

Programme 7
Economic and social affairs

29. **The Committee recommended that the General Assembly approve the changes to the narrative of programme 7, Economic and social affairs, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2).**

Subprogramme 2

30. **The Committee recommended that the General Assembly request that the Secretary-General maintain the relationship between the Commission on the Status of Women and the Convention on the Elimination of All Forms of Discrimination against Women.**

Programme 10
Trade and development

31. **The Committee recommended that the General Assembly approve the changes to the narrative of programme 10, Trade and development, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the following modifications:**

Subprogramme 6
Operational aspects of trade promotion and export development

Expected accomplishments

The expected accomplishments should read:

"(a) Support policymakers in integrating the business sector into the global economy

"(b) Develop the capacity of trade support institutions to support businesses

"(c) Strengthen the international competitiveness of enterprises"

Indicators of achievement

The indicators of achievement should read:

"(a) (i) Increased number of trade development strategies developed and implemented, including the number of cases in which trade is integrated into national development strategies as a result of ITC support in enabling decision makers to develop effective trade development programmes and policies

(ii) Increased number of country networks having generated multilateral trading system related activities through the support of ITC in enabling decision makers to understand business needs and create an environment conducive to business

(iii) Increased number of cases in which country negotiating positions have been enriched through analytical input and business-sector participation, with the support of ITC, in enabling decision makers to integrate business dimensions into trade negotiations

"(b) (i) Increased number of trade support institutions having improved their ranking on the ITC trade support institutions benchmarking scheme through ITC support

(ii) Increased number of policy proposals having been presented by technical support institutions to the competent authorities involving ITC support

"(c) (i) Increased number of enterprises enabled to formulate sound international business strategies through ITC training on export management issues, delivered directly or indirectly

(ii) Increased number of enterprises enabled to become export-ready through ITC training activities focusing on export-readiness, delivered directly or indirectly

(iii) Increased number of enterprises having met potential buyers and, as a result, having transacted business through ITC support"

Strategy

Paragraph 35

The paragraph should read:

"35. As part of the change management process, the revised mission statement of ITC establishes that ITC, with its partners, provides integrated trade development programmes focusing on export impact for business in developing countries. With a view to achieving its mission, ITC will focus its activities on three main areas:

"(a) Supporting policymakers in integrating the business sector into the global economy;

"(b) Developing the capacity of trade support institutions to support businesses;

"(c) Strengthening the international competitiveness of enterprises.

"In so doing, ITC will apply an integrated approach that focuses on building partnerships between the private sector, Government institutions and civil society organizations in the delivery of its services. ITC will continue to work with Governments to ensure that trade is fully mainstreamed into national development plans and policies."

Programme 11
Environment

32. The Committee recommended that the General Assembly approve the changes to the narrative of programme 11, Environment, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the following modifications:

Strategy

Paragraph 41 (b)

At the end of the subparagraph, delete the words "including the possibility of the proposed 'Environment Watch'".

Programme 12
Human settlements

33. The Committee recommended that the General Assembly approve the changes to the narrative of programme 12, Human settlements, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the modifications set out below.

34. The Committee recommended that the General Assembly request the Secretary-General to ensure that the United Nations Human Settlements Programme (UN-Habitat) develop capacity-building and technical cooperation initiatives in response to natural and man-made disasters.

Subprogramme 1
Shelter and sustainable human settlements development

Indicators of achievement

Indicator of achievement (c) should read: "More results-based outcomes from enhanced community ownership and collaboration with local authorities and their associations".

Subprogramme 3
Regional and technical cooperation

Indicators of achievement

Insert a new indicator of achievement (a) (iii), to read: "Increased capacity and technical cooperation initiatives to respond to natural and man-made disasters".

Indicator of achievement (c) (ii) should read: "Number of comprehensive country programme documents developed".

Strategy

Paragraph 61 (a)

The subparagraph should read:

"(a) The operational activities consist of providing technical assistance in policy formulation, capacity-building programmes and demonstration projects that support the normative work of UN-Habitat in developing countries and countries with economies in transition, at the request of Governments. National Habitat programme managers will continue to support normative and operational activities and contribute to the monitoring and implementation of the Habitat Agenda and the relevant United Nations Millennium Declaration targets at the national and local levels. To strengthen country-level operations, UN-Habitat will ensure that all Habitat programme managers have a sound knowledge of sustainable urbanization issues and the capacity to support Governments and other partners at the local level as members of United Nations country teams. In addition, Habitat programme managers will act as country-level catalysts for the implementation of the Medium-term Strategic and Institutional Plan. Their role will be particularly crucial given that in paragraph 22 (a) of the 2005 World Summit Outcome, the General Assembly called for the adoption of comprehensive national development strategies to achieve the internationally agreed development goals, including the Millennium Development Goals. In addition, major emphasis will be put on the exchange of policy experiences within regions and subregions and on regional monitoring;"

Programme 14
Economic and social development in Africa

35. The Committee recommended that the General Assembly approve the changes to the narrative of programme 14, Economic and social development in Africa, as contained in the consolidated report on the changes to the biennial

programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2).

36. The Committee commended ECA for its actions taken to follow up General Assembly resolution 60/235, in which the Assembly had requested the Secretary-General to present a comprehensive plan of action to strengthen the subregional offices of ECA.

37. The Committee welcomed the proposal for each subregional office to have its own log-frame, thus establishing stronger subregional representation and enhanced delivery of the ECA work programme in all regions, and recommended that the General Assembly provide the necessary capacity for the full implementation of the proposal.

38. The Committee recognized that the addition of the five components to subprogramme 7 of programme 14 would result in more accountability and coordination in respect of the work of the subregional offices.

Programme 24
Management and support services

39. The Committee stressed that it was important for the Secretary-General, in cooperation with Member States, to explore ways to further increase awareness of job opportunities in the United Nations system, including through more extensive outreach, the Department of Public Information of the Secretariat, the United Nations information centres and United Nations country offices, with a view to achieving more balanced geographical and gender representation in the Organization, in accordance with section II, paragraph 8, of General Assembly resolution 61/244.

40. The Committee recommended that the General Assembly approve the changes to the narrative of programme 24, Management and support services, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the following modifications:

Subprogramme 1
Management services, administration of justice and services to the Fifth Committee of the General Assembly and to the Committee for Programme and Coordination

(a) Management services

Objective of the Organization

The objective should read: "To improve management capacity and administrative services throughout the Secretariat as a means of enhancing effectiveness, efficiency, accountability and transparency".

Indicators of achievement

Indicator of achievement (a) should read: "Full compliance of all new and revised management policies, procedures and internal controls with legislative mandates and relevant regulations and rules".

Indicator of achievement (b) should read: "Increased percentage of recommendations of audit bodies concerning internal control fully implemented and material weaknesses and reportable conditions identified and remediation plans in place".

Indicator of achievement (c) (ii) should read: "Increased amount of efficiency gains resulting from business process improvements".

Indicator of achievement (d) should read: "Increased quantifiable efficiency and productivity gains in key management and service functions reported to the General Assembly, resulting from improved methods and tools utilized by the Secretariat to assess efficiency and productivity".

Subprogramme 2
Programme planning, budget and accounts

(e) Financial information operations

Indicators of achievement

Indicator of achievement (a) (i) should read: "Consistency of the Office of Programme Planning, Budget and Accounts operational requirements with the International Public Sector Accounting Standards and the enterprise resource planning system".

Insert the word "Increased" at the beginning of indicator of achievement (a) (ii).

Insert the word "Reduced" at the beginning of indicator of achievement (b).

Subprogramme 3
Human resources management

(a) Policy and strategic planning

Strategy

Paragraph 76

Replace the final sentence with the following sentence: "Particular attention will be paid to the development of proposals to the General Assembly on human resources management policies; the enhancement of coordination with other organizations of the United Nations common system with respect to the implementation of system-wide policies regarding salaries, allowances and conditions of service of staff as established by the General Assembly and the International Civil Service Commission; and the provision of advisory services in respect of Secretariat staff worldwide."

(b) Recruitment and staffing

Expected accomplishments

Expected accomplishment (b) should read: "Increased number of young professionals available for recruitment, including by improved and more extensive outreach".

(c) Learning and development

Indicators of achievement

Indicator of achievement (a) (i) should read: "Increased staff participation in and successful completion of learning and career development programmes managed by the Office of Human Resources Management under this subprogramme".

Indicator of achievement (a) (ii) should read: "Increased percentage of staff expressing satisfaction with the working environment, including with programmes that encourage and support mobility".

Strategy

Paragraph 78

In the second sentence, delete the words "contributing to the development of competitive conditions of service to assist the recruitment and retention of highly qualified staff".

Programme 25
Internal oversight

41. **The Committee recommended that the General Assembly approve the changes to the narrative of programme 25, Internal oversight, as contained in the consolidated report on the changes to the biennial programme plan as reflected in the proposed programme budget for 2008-2009 (A/62/80 and Corr.1 and 2), subject to the following modifications:**

Subprogramme 2
Inspection and evaluation

Indicators of achievement

Insert the word "Increased" at the beginning of indicator of achievement (a).

Insert the word "Increased" at the beginning of indicator of achievement (b).

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Draft report

Rapporteur: Mr. Rodrigo **Yáñez Pilgrim** (Bolivarian Republic of Venezuela)

Addendum

Programme questions: evaluation

(Item 4 (c))

Report of the Office of Internal Oversight Services on the in-depth evaluation of political affairs

1. At its 2nd and 3rd meetings on 11 and 12 June 2007, the Committee considered the reports of the Office of Internal Oversight Services (OIOS) on the in-depth evaluation of political affairs: summary report (E/AC.51/2007/2); electoral assistance (E/AC.51/2007/2/Add.1); Security Council affairs (E/AC.51/2007/2/Add.2); decolonization and question of Palestine (E/AC.51/2007/2/Add.3 and Corr.1); and special political missions (E/AC.51/2007/2/Add.4); and the note by the Secretary-General transmitting his comments on the latter report (E/AC.51/2007/2/Add.5).

2. The Under-Secretary-General for Internal Oversight Services introduced the reports, and representatives of OIOS responded to questions raised during the Committee's consideration of the reports.

Discussion

3. Several delegations expressed appreciation for the reports of OIOS and commended their quality and noted the importance of the work undertaken by the Department of Political Affairs. Delegations also expressed their satisfaction with the general conclusion that the Department was fulfilling its core functions and that its clients were mainly satisfied. Questions were raised regarding the methodology used for the evaluations, and some concern was expressed with regard to the low

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response rates for several of the surveys. OIOS responded that it had utilized a general analytical framework for all of its evaluations that incorporated not just client satisfaction feedback, but also surveys of partners and staff, as well as objective assessments of work processes, outputs and outcomes. Questions were raised about the need for additional resources in the Department and, in response, OIOS clarified that more resources were needed for those parts of the Department's work programme in which mandates had expanded but that were being implemented with only existing resource allocations. In particular, the regional divisions were identified as having immediate resource needs at the outset to support the urgently required change management and strategic review exercise, to better organize and allocate existing resources and to more clearly identify additional resource requirements to support work in conflict prevention, control and resolution.

4. General support was expressed for the cross-cutting findings relating to the lack of knowledge-management systems and guidelines in the Department. In response to a question about the resource requirements associated with knowledge management, the representative of OIOS stated that systems were needed to ensure that the Department's knowledge assets were captured and sustained and that some initial steps, such as the development of a strategy and mentoring programme and the fostering of a knowledge-sharing culture, need not require additional resources or additional bureaucratic procedures. The representative also stated that the need for additional guidelines pertained to internal divisional work processes and were aimed at ensuring greater consistency and transparency in the Department's work.

5. Several delegations enquired about the Department's reaction to the findings and recommendations of OIOS. A representative of the Department responded that OIOS had engaged in a consultative process with the Department while conducting the evaluations and that the general findings and conclusions in the OIOS reports were supported by the Department, especially the recognition of the need for additional resources for the regional divisions. The representative also discussed recent steps taken to implement the recommendations Department-wide. The view was expressed that the Department should assist the General Assembly in organizing topical debates on issues of interest to Member States in accordance with the Charter of the United Nations.

6. During the discussions on the summary report (E/AC.51/2007/2), several delegations expressed support for recommendations addressing gender imbalance in the Department, unclear responsibilities and division of work among executive management and the need to improve communication systems. Several delegations also expressed concern about the uneven performance of the regional divisions in implementing subprogramme 1, prevention, control and resolution of conflicts, of programme 2 of the biennial programme plan for the period 2008-2009. OIOS clarified that the findings on the mixed performance of the regional divisions had already been presented to the Committee at its forty-sixth session. All 10 recommendations were approved by the Committee and subsequently endorsed by the General Assembly in its resolution 61/235. With regard to recommendations to improve efficiency in the Department, questions were raised regarding the proposed mobility and flexibility of staff of the Department. OIOS responded that that should not detract from the main work programme of the individual divisions but that mobility and flexibility were options for enhancing overall efficiency within the Department and making better use of existing resources. The point was also made

that a Department-wide strategy would need to be both flexible and communicated in a single document to the staff.

7. During the discussion of the report on electoral assistance (E/AC.51/2007/2/Add.1), it was noted that the Electoral Assistance Division drew from experts to provide specialized support in electoral matters. Several delegations raised concerns that the majority of electoral experts came from two regions, and that the group of experts should be more geographically diverse. Similarly, concerns were raised regarding the gender imbalance of the Division's electoral expert roster. The representative of the Department clarified the criteria used in selecting electoral experts. A further concern was expressed that the non-governmental organizations that partnered with the Division were also not geographically diverse. The point was made that when guidelines for delivering electoral assistance were developed, they should be done with Member States to ensure impartiality on the part of the Secretariat. A question was also raised concerning the incorporation of a human rights perspective in the electoral assistance process. However, some delegations raised concerns about the lack of a formal policy, criteria or long-term strategy in the Division to carry out electoral assistance and the use of an individual approach by the staff when reviewing electoral assistance requests, putting in doubt the transparency and consistency of the Division's work processes. Reservations were expressed on the adoption of recommendation 3 (c) on the inclusion of human rights issues, as described in paragraph 34 of the report, in the context of electoral assistance. It was noted in this regard that the recommendation went beyond the mandate of OIOS in the area of evaluation and that any decision that amplified the mandate of the Office of the United Nations High Commissioner for Human Rights in the area of electoral assistance should be approved by Member States. Several delegations raised concerns that 69.5 per cent of the electoral experts came from two regions. In that context, it was pointed out that the General Assembly recognized that there was no single political system or universal model for electoral processes equally suited to all nations and their peoples and that political systems and electoral processes were subject to historical, political, cultural and religious factors.

8. With respect to the report on Security Council affairs (E/AC.51/2007/2/Add.2), several delegations underlined the report's findings that Council members rated their satisfaction as high, conveying their positive experiences with the Security Council Affairs Division and emphasizing its staff members' role as invaluable repositories of institutional memory. Several delegations added that the Division had continued to perform well even with the growing demand on its resources prompted by the large increase in Council activity.

9. Some delegations raised questions regarding the OIOS recommendation for a Deputy Director for Management, and OIOS clarified that this was based on the finding that the Division's Director had less time for operational and management issues when he also had to attend Security Council and sanctions committee sessions and liaise with Council members and other key stakeholders. Overall accountability for the Division, however, would reside with the Director. Support was also expressed for the need for stronger support for and oversight of expert groups.

10. Regarding the report on decolonization and the question of Palestine (E/AC.51/2007/2/Add.3 and Corr.1), several delegations stated that they did not

support the suggestion of OIOS that the working papers on the 16 Non-Self-Governing Territories be combined, since each Territory was unique. The representative of OIOS clarified that it was recommending that the Department work together with the Special Committee on the Situation with regard to the Implementation of the Declaration on the Granting of Independence to Colonial Countries and Peoples to improve the working papers in order to facilitate the work of the Committee; combining the working papers was just one option for consideration. Concerns were also raised by a few delegations about the recommendation to better integrate the Decolonization Unit with the rest of the Department. OIOS responded that that should not detract from the primary work of the Unit but could improve overall efficiencies in the Department and facilitate greater knowledge-sharing. Support was expressed for the need to improve the decolonization website and the United Nations Information System on the Question of Palestine (UNISPAL) and to maintain a central registry for those participating in international meetings and conferences on the question of Palestine.

11. With regard to the report on special political missions (E/AC.51/2007/2/Add.4), the view was expressed that the knowledge systems developed to capture and disseminate expert group and envoy knowledge and to promote learning and best practices should be available to the Secretariat and to Member States.

Conclusions and recommendations

12. **The Committee recommended that the General Assembly:**

(a) **Endorse recommendations 1 to 9 contained in the summary report (E/AC.51/2007/2), taking into account paragraph 13 below;**

(b) **Endorse recommendations 1 to 6 contained in the report on electoral assistance (E/AC.51/2007/2/Add.1), taking into account paragraphs 14 and 15 below;**

(c) **Endorse recommendations 1 to 5 and 7 contained in the report on Security Council affairs (E/AC.51/2007/2/Add.2);**

(d) **Endorse recommendations 1, 2, 4 to 10 contained in the report on decolonization and question of Palestine (E/AC.51/2007/2/Add.3 and Corr.1), taking into account paragraph 17 below;**

(e) **Endorse recommendations 1 to 7 contained in the report on special political missions (E/AC.51/2007/2/Add.4).**

13. **The Committee recommended that the General Assembly request the Secretary-General to ensure that no new bureaucratic structures be created as a result of the knowledge-management system in the Department of Political Affairs.**

14. **The Committee recommended to the General Assembly that recommendation 3 contained in the report on electoral assistance (E/AC.51/2007/2/Add.1) be replaced by the following:**

> **The Division should strengthen coordination with its United Nations partners, including the United Nations Development Programme, the Department of Peacekeeping Operations and the Office of the United Nations High Commissioner for Human Rights, according to their**

respective mandates, to further enhance information-sharing and make the delivery of electoral assistance more effective.

15. **The Committee expressed concern about inequitable geographical representation and gender imbalance in the roster of electoral assistance experts. In that regard, the Committee recommended that the General Assembly request the Secretary-General to address the issue and request OIOS to report on it in the context of the triennial review of the in-depth evaluation of the political affairs programme.**

16. **The Committee recommended to the General Assembly that recommendation 3 contained in the report on decolonization and question of Palestine be replaced by the following:**

In consultation with the Special Committee, the Decolonization Unit should continue its efforts to improve the quality and scope of the 16 working papers.

17. **The Committee considers it necessary to point out that the implementation of recommendations 9 and 10 of the report on decolonization and question of Palestine should not affect the basic functions of the personnel assigned to the Division for Palestinian Rights.**

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Draft report

Rapporteur: Mr. Rodrigo **Yáñez Pilgrim** (Bolivarian Republic of Venezuela)

Addendum

Programme questions: evaluation

(Item 4 (c))

Report of the Office of Internal Oversight Services on the triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its forty-fourth session on the in-depth evaluation of public administration, finance and development

1. At its 2nd meeting, on 11 June 2007, the Committee considered the report of the Office of Internal Oversight Services on the triennial review of the implementation of recommendations made by the Committee for Programme and Coordination at its forty-fourth session on the in-depth evaluation of the programme on public administration, finance and development (E/AC.51/2007/3).

2. The Under-Secretary-General for Internal Oversight Services introduced the report. There was no discussion of the report.

Conclusions and recommendations

3. **The Committee recommended that the General Assembly take note of the findings of the OIOS contained in its report.**

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Addendum

Coordination questions: report of the United Nations System Chief Executives Board for Coordination

(Item 5 (a))

A. Annual overview report of the United Nations System Chief Executives Board for Coordination for 2006/07

1. At its 4th meeting, on 12 June 2007, the Committee considered the annual overview report of the United Nations System Chief Executives Board for Coordination (CEB) for 2006/07 (E/2007/69). The Director of CEB introduced the report and responded to queries raised during the Committee's consideration of it.

2. The report highlighted the underlying issues and major developments that had characterized the activities of CEB and its high-level committees on programmes and management during the 2006/07 period. Major issues in the programme area included the new mandates entrusted to the Economic and Social Council, the evolution of "One United Nations" at the country level, employment and the decent work agenda, the emerging issue of aid-for-trade and the Brussels Programme of Action for the Least Developed Countries for the Decade 2001-2010 (Brussels Programme of Action). In its report, CEB had also identified the revitalization of its work on support for African development and on climate change as two important issues for its forthcoming agenda. A major issue addressed in the management area, in the light of discussions on United Nations reform and system-wide coherence, was the need to accelerate work on the harmonization of the United Nations system business practices. Other management issues addressed included the development of

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a common approach to the sharing of information contained in internal audit reports, the review of the financing of the United Nations security management system and its cost-sharing formula and the development of a senior management network. In addition to the specific programme and management issues, the high-level committee on programmes and the high-level committee on management had, during the reporting period, also collectively taken forward the cross-cutting issues of gender equality and gender mainstreaming, the development of a common approach on results-based management and the further strengthening of the United Nations Staff College. The two Committees had also endorsed work towards the development of a United Nations system-wide evaluation mechanism.

3. A consistent theme throughout the period under review had been the need to substantially improve the functioning of CEB, in the light of an increased sense of opportunity and expectations for a more effective response to major global issues, and to ensure that all the analytical and operational capacities in the system were brought to bear in meeting the challenges and in maximizing the system's responsiveness to the needs of Member States and the international community. The Secretary-General had therefore requested the Directors-General of the International Labour Organization and the World Trade Organization to lead a review of CEB, with the aim of enabling it to assume a strengthened role in the management of system-wide coordination under his leadership and to develop a more integrated CEB framework to address policy, management and operational issues coherently.

Discussion

4. Delegations thanked the Director of the CEB secretariat for an informative report and for the useful information that it contained on the major developments in inter-agency cooperation within the framework of CEB. Support was expressed for the work of the Board, and the opportunity to take stock of its progress was welcomed. It was observed that the report had addressed the key issues faced by the international community, and the importance of United Nations system collaboration on those issues was emphasized.

5. Delegations noted the role of CEB in advancing a culture of coordination in the United Nations system and were encouraged by the willingness demonstrated by CEB member organizations in collaborating to enhance United Nations system-wide coherence. The importance of results and enhanced effectiveness for the achievement of the Millennium Development Goals was in this regard emphasized.

6. CEB progress and achievements with regard to the development of a coordinated United Nations system response to such issues as the midterm review of the Brussels Programme of Action, and to ensuring that employment and decent work was addressed throughout the United Nations system were noted with satisfaction. While the attention paid in the report to the issue of gender equality and gender mainstreaming was appreciated, it was also recognized that further progress was necessary in that important area.

7. Delegations welcomed the inclusion of support for African development and of climate change as emerging issues on the CEB agenda. It was stressed that CEB had an important role to play with regard to climate change, given that the issue could not successfully be addressed by any United Nations system organization or department working in isolation.

8. Appreciation was expressed for CEB endeavours to ensure that the normative, analytical and operational capacities of the system were brought to bear in meeting challenges at the country level. While the efforts to promote enhanced United Nations coherence at the country level were supported, delegations at the same time also emphasized the experimental nature of the eight "One United Nations" pilot projects at the country level and concurred with the CEB view that progress on the projects should not prejudge the outcome of the intergovernmental deliberations on the recommendations of the High-level Panel on System-wide Coherence in the General Assembly.

9. Delegations took note of the Board's activities and efforts in the management area. Support was expressed for the harmonization of United Nations management practices and for the progress made on the financial agreement for the United Nations security management system. Concerns were raised, however, regarding the CEB intention to prepare a study on the functioning of the International Civil Service Commission (ICSC). It was recalled that ICSC was a subsidiary body of the General Assembly and that the function of assessing its work belonged to Member States. It was highlighted that the Commission had recently been the subject of a comprehensive review at the initiative of CEB and of Member States and that, by adopting its resolution 61/239, the Assembly had closed consideration of the issue and had agreed not to return to the review of the functioning of ICSC in the near future. With regard to the confidentiality of internal audit reports, agreement was expressed in principle with the way in which the issue had been raised and addressed in the annual overview report. The way forward proposed by the high-level committee for management for establishing a common approach to disclosure of information was supported in principle. It was noted, however, that the practice of providing information selectively to different member States of some agencies should be discontinued. It was affirmed that the review of the practice of disclosure of information contained in the reports on internal audits conducted by CEB should not aim at revising the decisions of intergovernmental bodies, in particular of the Assembly, on transparency and access of Member States to internal audit data.

10. Delegations noted CEB efforts to enhance its own effectiveness and observed that the Secretary-General had requested the Directors-General of the International Labour Organization and the World Trade Organization to lead the review of the Board. The belief was expressed that the review would lead to improvements in global system-wide coordination. The view was also expressed that there was a need to review the functioning of CEB, as well as its coherence, relevance and efficiency, as Member States wanted to see the real impact of its work. This was particularly important, it was noted, in view of the fact that CEB had raised the issue of increasing the level of resources for its secretariat. In that context, attention was drawn to the relevance and importance of more control by intergovernmental bodies over CEB activities, as well as improvements in accountability and transparency.

11. Several delegations sought additional information on issues addressed in the report, such as CEB support for furthering the objectives of the aid-for-trade initiative and the proposal to establish a United Nations system-wide evaluation mechanism linked to CEB. The view was furthermore expressed that the report did not sufficiently highlight the achievements of the CEB structure and that it did not sufficiently address the concrete results of CEB work. In addition, CEB was requested to provide further information in its future annual overview reports on specific coordination challenges encountered and how to resolve them. As far as the

annual CEB report was concerned, the view was expressed that Member States wanted it to be more informative, demonstrating what concrete results had been achieved by CEB during the reporting period and what had been the real impact of its activities for organizations and for Member States. In responding to the requests of delegates for further information, the Director of the CEB secretariat noted that the limitations imposed on the length of the report prevented detailed treatment of many important topics.

Conclusions and recommendations

12. The Committee took note of the annual overview report of the United Nations System Chief Executives Board for Coordination for 2006/07.

13. The Committee welcomed the high priority CEB continued to attach to effective and coordinated United Nations system support for Africa and urged CEB to develop concerted strategies for efficient and coherent collaboration of the various agencies to address development issues, in particular the continued needs of the African continent, through an integrated United Nations framework.

14. The Committee questioned the appropriateness of the proposal of the high-level committee on management for a study on the functioning of ICSC. It also stressed that CEB did not have the authority to conduct the review of a subsidiary body of the General Assembly. It further recalled that the Assembly had recently concluded its review of the Commission and had made exhaustive decisions to this effect. In view of the above, the Committee considered the proposal of the high-level committee on management to be redundant.

15. The Committee recommended that the General Assembly request the Board to revoke its approval of the proposal in the light of Assembly resolution 61/239 and in view of the fact that it exceeded the authority of CEB.

16. The Committee recommended that the General Assembly request CEB to ensure maximum possible cooperation with, and support of, ICSC, in particular the need to adhere to ICSC decisions and to implement them in a prompt manner, with a view to harmonizing business practices in the common system.

17. The Committee took note of the deliberations by CEB on "One United Nations" at the country level. In that context, the Committee stressed that the recommendations made by the High-level Panel on System-wide Coherence should be implemented after the General Assembly had reached a decision on the whole proposal.

18. The Committee welcomed the initiative of CEB to conduct a review of CEB functioning and emphasized the need to make the Board more efficient, results-oriented, transparent and accountable to Member States.

19. The Committee recommended that the General Assembly request CEB to continue to monitor the effective collaboration of system-wide efforts against hunger and poverty.